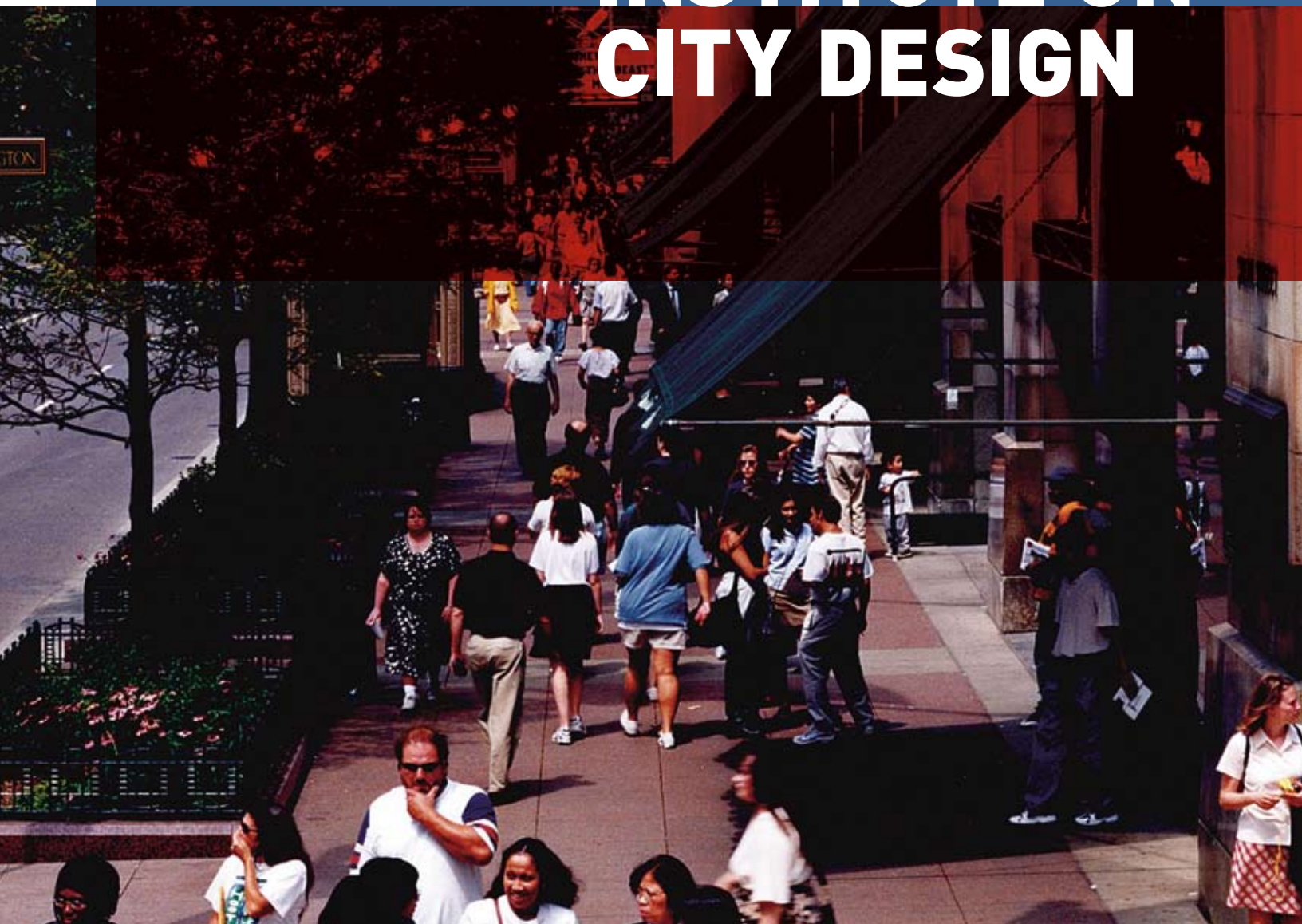


 National Endowment for the Arts

THE MAYORS' INSTITUTE ON CITY DESIGN



In partnership with
The U.S. Conference of Mayors and
The American Architectural Foundation



Vance Jacobs

Helping Communities Design Their Futures

Of all the programs sponsored by the National Endowment for the Arts, it is hard to imagine one that has done more tangible public good than the Mayors' Institute on City Design. Since its creation more than 20 years ago, the Institute has graduated more than 750 mayors, many of whom have returned to their cities with a renewed sense of purpose and a newfound belief in the power of design.

The inspiring results can now be documented. Cities have been reconnected to their waterfronts, highways replaced by tree-lined boulevards, new civic buildings well located and beautifully designed. Even a short list of this program's many accomplishments demonstrates the positive leadership and informed counsel the Mayors' Institute has provided to communities across the nation.

My conversations with the program's alumni, without exception, have yielded compelling stories of specific physical outcomes that would not have occurred without the inspiration and education offered by the Institute. Some of these are discussed in the pages ahead.

The Arts Endowment is convinced that skillful civic design makes a concrete impact on the character of a community and the lives of its citizens. For this reason, we will continue our strong support of the Mayors' Institute on City Design as one of the agency's signature programs. I am grateful to our partners, the American Architectural Foundation and the U.S. Conference of Mayors, for their stewardship of this program. I hope that you will join us in helping the Institute bring its powerful message to even more mayors and cities.

Dana Gioia

Chairman
National Endowment
for the Arts

The Mayors' Institute on City Design (MICD) is a partnership program of the National Endowment for the Arts, the American Architectural Foundation, and the United States Conference of Mayors. Additional funding has been provided through a generous gift from the Edward W. Rose III Family Fund of the Dallas Foundation and the Bank of America.

National Endowment for the Arts

The National Endowment for the Arts (NEA) is a public agency dedicated to supporting excellence in the arts, both new and established; bringing the arts to all Americans; and providing leadership in arts education. Established by Congress in 1965 as an independent agency of the federal government, the NEA is the nation's largest annual funder of the arts, bringing great art to all 50 states, including rural areas, inner cities, and military bases.

American Architectural Foundation

The American Architectural Foundation (AAF) educates individuals and communities about the power of architecture to transform lives and improve the places where we live, learn, work, and play. Through our outreach programs, grants, scholarships, and educational resources, AAF inspires people to become thoughtful and engaged stewards of the built environment.

U.S. Conference of Mayors

The U.S. Conference of Mayors (USCM) is the official nonpartisan organization of cities with populations of 30,000 or more. The U.S. Conference of Mayors promotes effective national urban/suburban policy, strengthens federal-city relationships, ensures that federal policy meets urban needs, provides mayors with leadership and management tools, and creates a forum in which mayors can share ideas and information.

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National Advisory Council

The MICD National Advisory Council, led by MICD Founder and Charleston Mayor Joseph P. Riley, Jr., consists of an impressive group of 25 nationally known leaders on urban design issues. The members were selected because of their demonstrated commitment to improving urban design and their belief in its ability to transform cities. They are helping to increase the impact of the program by helping boost visibility and support for the Mayors’ Institute.

Joan Abrahamson
President
Jefferson Institute
Los Angeles, CA

Eugenie Birch
Professor and Chair
University of Pennsylvania
Department of City and
Regional Planning
Philadelphia, PA

Fred Carl
Founder, Chairman,
President, and CEO
Viking Range Corporation
Greenwood, MS

Adele Chatfield-Taylor
President
American Academy
in Rome
New York, NY

**The Honorable
David Cicilline**
Mayor
City of Providence
Providence, RI

**The Honorable
Manuel Diaz**
Mayor
City of Miami
Miami, FL

Mark Falcone
CEO and Founder
Continuum Partners
Denver, CO

Reese Fayde
Principal
Reese Fayde & Associates
New York, NY

Richard Florida
Author
*The Rise of the
Creative Class*
Toronto, Canada

Robert Forbes
Founder and Director
Studio Forbes
San Francisco, CA

**The Honorable
Shirley Franklin**
Mayor
City of Atlanta
Atlanta, GA

Harvey Gantt
Founder and Partner
Gantt Huberman
Architects
Charlotte, NC

Alexander Garvin
Founder
Alex Garvin and
Associates
New York, NY

**The Honorable
Kay Granger**
U.S. House of
Representatives
12th District of Texas
Washington, DC

Mary Margaret Jones
President
Hargreaves Associates
San Francisco, CA

Robert Larson
Managing Director
and Chairman
Lazard Freres Real Estate
Investors
Bloomfield Hills, MI

Richard Moe
President
National Trust for
Historic Preservation
Washington, DC

Robert Peck
Senior Vice President
The Staubach Company
Washington, DC

Daniel Pink
Author
Free Agent Nation and
A Whole New Mind
Washington, DC

**The Honorable
Joseph P. Riley, Jr.**
Mayor
City of Charleston
Charleston, SC

Jaquelin T. Robertson
Partner
Cooper Robertson
New York, NY

Craig Robbins
President
Dacra
Miami Beach, FL

Peter Rummel
Chairman and CEO
The St. Joe Company
Jacksonville, FL

Stacey Davis Stewart
Senior Vice President of
Charitable Giving
Fannie Mae
Washington, DC

Marilyn Taylor
Partner
Skidmore, Owings,
and Merrill
New York, NY



Tom Cochran
Executive Director & CEO
The U.S. Conference of
Mayors

“America is defined by its cities. And cities are defined and made memorable by their landmarks, their waterfronts, their neighborhoods, their great public spaces. No one has more influence on a city’s design than its mayor, and that’s why the Mayors’ Institute on City Design is so powerful. It brings together mayors with designers who help them implement their vision for their cities in the best possible way. That’s why the U.S. Conference of Mayors is such an enthusiastic partner in the Mayors’ Institute.”



Ron Bogle, HON. AIA
President & CEO
The American Architectural
Foundation

“Since 1986, the Mayors’ Institute has been elevating city design as a priority for the chief elected officials of our cities. We are preparing for an era in which design will be at the top of the agenda for cities that want to compete and succeed. These are dynamic, innovative times, which only elevate the need for the Institute.”



Jess Wendover, AICP, LEED-AP
Director
The Mayors’ Institute on
City Design

“The mayor’s office has tremendous potential to shape every design decision in an American city. Until they attend the Mayors’ Institute, many mayors don’t understand the power of design to shape a vibrant, diverse, livable, and sustainable city. The Mayors’ Institute on City Design works to equip these local leaders with the tools to achieve real greatness in their community.”

“The Institute remains one of the most unique learning environments available to mayors today...”

The Mayors’ Institute on City Design



Maurice D. Cox
Director of Design
National Endowment for
the Arts

Creating, protecting, and enhancing the quality of life in American cities is an extraordinary responsibility—one that falls squarely on the shoulders of our nation’s mayors.

When, in 2002, I became mayor of Charlottesville, Virginia, home to the University of Virginia and the legacy of Thomas Jefferson, I was struck by the visible connections between urban development decisions I was entrusted to make and the built environments that resulted. I quickly learned that beautifully designed streets, vibrant neighborhoods, and dynamic public squares, parks, and civic buildings are the very embodiment of the “quality of life” that citizens desire. When mayors lead with the profound understanding of their role as shapers of such places, they dramatically increase the opportunities to create better cities. But where can mayors go to learn the art of city design?

The Mayors’ Institute on City Design was conceived in 1986 by Charleston Mayor Joseph P. Riley and architect/urban designer Jaquelin Robertson with the goal of providing mayors across the nation the necessary tools to shape more livable communities. The Institute remains one of the most unique learning environments available to mayors today, giving many of them their first real opportunity to be surrounded by some of the nation’s best design professionals and to learn both the practical tools of good city design and a vocabulary to talk about design in ways that relate to their constituents’ lives. In order to serve the widest range of cities, in every corner of our country, six Institutes are held each year: four regional Institutes, hosted in partnership with schools of architecture and design at leading universities, and two national Institutes conducted to serve our nation’s larger cities. With more than 750 alumni mayors to date, the extraordinary results of this ongoing work are now visible in hundreds of revitalized cities across America.

Part of the success of the Mayors’ Institute results from its simple premise and unique, intimate format. Over a two-and-a-half-day period, eight mayors gather together with eight designers who act as their confidants, assisting them in their understanding of a complex urban development challenge specific to each mayor’s city. The unresolved urban design case studies are brought to the Institute and presented by the mayors without their staff or the presence of the media. All the mayors then approach eight different design challenges—including their own—quickly increasing their capacity to address problems, and use innovative design thinking to reframe the unique opportunities

presented by these challenges. Often, the gap between the collective values of their community and the urban design challenge presented by the mayor is bridged. In thoughtful discussions between mayors and designers, never-imagined opportunities are frequently revealed, continually raising the bar on design excellence. Many mayors leave with a renewed sense of confidence in their ability to articulate a design vision for their cities and make effective decisions, while others find themselves simply better equipped to ask the right questions. All return to their communities inspired to use design to better the quality of life of all their citizens.

One of the challenges all mayors face when returning home energized by the Institute and their role as chief designers of the city is how to capitalize on their new insights. How are the design lessons learned, shared, and reinforced among city council colleagues, professional staff, and other key community leaders in a way that advances the work? As a result of a generous gift from the Edward W. Rose III Family Fund of the Dallas Foundation—made possible by former member of the National Council on the Arts, Deedie Rose—the National Endowment for the Arts is launching an exciting new exploratory program of the Mayors’ Institute in 2008. Initially serving a small group of mayors, the program will make available a post-Institute technical assistance team of designers to support the mayors’ vision and help ensure that the lessons learned on the value of design are shared with the community.



Mayor John Hickenlooper
confers with Susan
Rodriguez of Polshek
Partnership Architects
over the design of Denver’s
Union Station Plaza.



Martin O'Malley
Governor of Maryland
Former Mayor of
Baltimore, MD
MICD Miami Special
Session, 2006

“The Mayors’ Institute provided me with a unique opportunity to discuss some of Baltimore’s urban redevelopment plans with some of the best minds in the country. I really enjoyed my discussion with some of the best mayors in America who shared their own vision for their cities, and was able to apply their honest feedback to the improvement of the quality of design for Baltimore. I hope to apply what I learned for Baltimore in my new role as governor for the state of Maryland.”

“...a decision about the physical design of a city will influence the city and its people for generations.”

Design and the American Mayor

America was settled by people who desired a rural, agrarian experience. But now we are the largest urban nation in the world. Increasingly, the daily lives of most Americans are influenced by towns and cities. The extent to which our towns and cities are places of beauty, order, and inspiration is the extent to which this civilization in America will thrive.

Who is chiefly responsible for the successful design of a city? The mayor is. But until the Mayors’ Institute, few mayors realized this responsibility and opportunity.

We mayors exhaust ourselves with lots of decisions—political, personnel, budget. But 100 years from now, there will be no real evidence of how we made those decisions. In contrast, a decision about the physical design of a city will influence the city and its people for generations. This was my awakening: that mayors can be and should be the chief urban designers of their cities.

Mayors are quick studies. They are smart, or they wouldn’t get elected. They are adroit; they can handle problems and challenges and quickly become learned in them. But few have any real experience or training in their greatest responsibility, the physical design of the city. And all design decisions come across the mayor’s desk. They may not look like design issues, but they are: land use or zoning issues, infrastructure issues, street or highway planning, parking, landscape, facility siting issues, and more. Decisions about these issues almost always impact the design of our cities and not just for awhile, rather for a very long time.

Mayors come to the Institute as regular people, but I promise you, they leave as zealous apostles of good urban design. You can see the light bulbs go off in their minds. They start fidgeting. They can’t wait to get home. They want to get it going, whether it reaffirms instincts they had or they are secretly alarmed by the bad decisions they have made. At one recent Institute, a mayor said, “Stop! Wait! Don’t say anything. I have to make a phone call. They are doing the wrong thing back home. I have to stop them before it is too late.”

They not only leave the Mayors’ Institute as changed people, but they go home and they change their cities. More than 750 mayors have gone back with new opportunities and responsibilities and duties.

I can take you from Anchorage to West Palm Beach, from Honolulu to Boston, and show you parks and fountains, new downtowns, restored Main Streets, affordable housing skillfully designed,



Joseph Riley
Mayor of Charleston,
South Carolina

splendid public grounds, and so much more that has been shaped by a mayor’s participation in the Institute.

The former mayor of Sacramento sent me a note a few months ago that said, “Remember, Mayor, I came to the Institute with a design issue, but what I learned was that we hadn’t protected our state capitol. I went back, brought in designers, and we created a new planning requirement so that large buildings couldn’t be built right in front of the state capitol of California.”

The mayors go home accepting the responsibility of being their city’s chief urban designer. They don’t go back as architects or landscape architects or planners. They go back as leaders, accepting the responsibility to make the physical development of their cities more worthwhile.

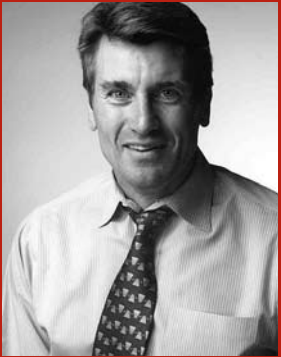
Now, these are physical things that lend themselves to statistics. But in the final analysis, it is the human experience that counts. That is what this is about.

We built a waterfront park in our city that could have been a gated, high-rise, private, big-tax-base center. Instead, we made it a beautiful park for all people. And one morning right after we built the park, I was jogging past, and I saw a fellow sitting on the edge of the park. I didn’t disturb him, but I saw him again two weeks later. I knew this fellow. He had epilepsy. His job was sweeping up in front of a filling station and shining shoes. He rode a bicycle and lived with his mother. He couldn’t travel; Charleston was his entire world. And I said, “I saw you, Clarence, at the park the other morning. You go there often?” And he said, “Yes, I go every day.” And I asked, “Why?” He said, “Mayor, because it is so beautiful, and I love it when the sun comes up, and the big ships are coming into the harbor.”

In our country now, it is not the whippoorwill on the fencepost along a rural trail that is a daily experience for most Americans. Rather, it is the streets and public places in cities. Because of the work of the Mayors’ Institute on City Design, these daily experiences for our citizens are increasingly those of beauty, order, and inspiration worthy of a great nation.



Charleston’s
Waterfront Park



R. T. Rybak
Mayor of Minneapolis, MN
MICD 33, 2004

“The Mayors’ Institute was one of the most rewarding experiences I have had as mayor. It allowed me to talk about big visions with great minds in a collegial setting mayors can’t often experience. I came back refreshed, refocused, and more determined than ever to improve the quality of design in my city. I would strongly encourage anyone lucky enough to be invited to take advantage of this great opportunity.”

Participating Mayors' Cities and Host Universities

LEGEND

● city with participating mayor(s)

★ host university





Curt Pringle
Mayor of Anaheim, CA
MICD 33, 2004

“The Mayors’ Institute on City Design has played a pivotal role in carrying out my vision for the City of Anaheim. What I learned there has facilitated better collaboration among our planners and traffic engineers, and the fresh perspective we gained will add tremendous value to our downtown revitalization plan now underway. The Mayors’ Institute is based on the idea that the most valuable asset a city can build is a better community, but that intangible asset can only be achieved through tangible, deliberate means.”

Alumni Mayorsas of January 2008

More than 750 mayors have participated in the Mayors’ Institute on City Design.

ALABAMA				
Bessemer	Quitman Mitchell		East Palo Alto	Sharifa Wilson
Birmingham	Richard Arrington, Jr.		Eureka	Nancy Flemming
	Bernard Kincaid		Fairfield	Harry T. Price
Huntsville	Steve Hettinger		Fremont	Gus Morrison
Mobile	Michael C. Dow		Gonzales	Matt Gourley
Prattville	Jim Byard, Jr.		Greenfield	J.M. Romo
			Hayward	Michael Sweeney
			Hemet	Lori Van Arsdale
			Irvine	Larry Agran
ALASKA				Beth Krom
Anchorage	Tom Fink		King City	John Myers
	Rick Mystrom		Long Beach	Beverly O’Neill
	Mark Begich		Marina	Jim Perrine
			Modesto	Peggy Booth Mensinger
ARIZONA				Carol Whiteside
Chandler	Boyd Dunn		Monrovia	Jim Ridenour
Gilbert	Wilburn Brown		Monterey	Lara Blakely
	Cynthia Dunham		Monterey Park	Dan Albert
Glendale	Elaine M. Scruggs		Oakdale	Rita Valenzuela
Goodyear	William Arnold		Oakland	Pat Kuhn
Mesa	Keno Hawker		Oxnard	Elihu Harris
Peoria	Ken Forgia		Palm Springs	Manuel Lopez
Phoenix	Terry Goddard		Pasadena	Ron Oden
Prescott	Paul Daly			William E. Thomson, Jr.
Scottsdale	Herbert Drinkwater			Rick Cole
	Sam Campana			William Bogaard
Tempe	Neil Giuliano			Patricia Hilligoss
Tucson	Tom Volgy		Petaluma	John Longville
Yuma	Marilyn Young		Rialto	Rosemary Corbin
			Richmond	Irma Anderson
ARKANSAS				Gayle McLaughlin
El Dorado	Mike Dumas		Riverside	Terry Frizzel
Fayetteville	Fred Hanna, Jr.			Ronald Loveridge
	Dan Coody		Sacramento	Anne Rudin
Hot Springs	Helen Selig			Heather Fargo
Jonesboro	Hubert A. Brodell		Salinas	Anna Caballero
Little Rock	Lottie Shackelford		San Bernardino	W. R. “Bob” Holcomb
	Jim Dailey			Judith Valles
	Mark Stodola		San Francisco	Gavin Newsom
North Little Rock	Patrick Henry Hays		San Leandro	Ellen Corbett
Texarkana	Danny Gray			Sheila Young
West Memphis	Keith Ingram		San Mateo	Sue Lampert
CALIFORNIA			San Rafael	Albert J. Boro
Alameda	Ralph Appezato		Sand City	David Pendergrass
Anaheim	Tom Daly		Santa Ana	Tom Lutz
	Curt Pringle		Santa Barbara	Sheila Lodge
Azusa	Cristina Cruz Madrid			Marty Blum
Berkeley	Shirley Dean		Santa Clara	Judy Nadler
	Tom Bates		Santa Cruz	Katherine Beiers
Beverly Hills	Meralee Goldman		Santa Rosa	Sharon Wright
	Vicki Reynolds			Michael Martini
Carmel-by-the-Sea	Sue McCloud			Bob Blanchard
Chico	Scott Gruendl		Santee	Jack Doyle
Chula Vista	Tim Nader		Seaside	Jerry Smith
Culver City	Edward Wolkowitz			Don Jordan
	Sandra J. Levin		Soledad	Richard Ortiz
	Jozelle Smith			
Del Rey Oaks	Jack Barlich			

Stockton	Joan Darrah
	Gary Podesto
	Edward J. Chavez
Sunnyvale	Lawrence Stone
Temecula	J. Sal Muñoz
Torrance	Dan Walker
Tulare	Richard Ortega
Turlock	Curt Andre
West Sacramento	Christopher Cabaldon

COLORADO	
Aurora	Paul E. Tauer
Boulder	Linda Jourgensen
	Leslie Durgin
Colorado Springs	Mary Lou Makepeace
Denver	Wellington Webb
	John Hickenlooper
Fort Collins	Susan Kirkpatrick
	Ann Azari
	Ray Martinez
	Doug Hutchinson
Lakewood	Linda Morton
	Steve Burkholder
Littleton	Pat Cronenberger
	Susan Thornton
Pueblo	Corinne Koehler
Thornton	Noel Busck

CONNECTICUT	
Bridgeport	Joseph Ganim
	John Fabrizi
	Gene Eriquez
Danbury	Dolores Hauber
Groton City	Carrie Saxon Perry
Hartford	Mike Peters
	Eddie Perez
	Domenique Thornton
Middletown	Mike Bronko
Naugatuck	Lucian Pawlak
New Britain	John DeStefano, Jr.
New Haven	William Collins
Norwalk	Dannel Malloy
Stamford	James Miron
Stratford	

DELAWARE	
Wilmington	James Sills, Jr.
	James Baker

DISTRICT OF COLUMBIA	
Washington	Anthony Williams

FLORIDA	
Bradenton	Wayne Poston
Gainesville	Pegeen Hanrahan
Fort Lauderdale	Robert O. Cox
	Jim Naugle
Fort Myers	Wilbur C. Smith III
	Bruce T. Grady
	Jim Humphrey
	Joy Cooper
Hallandale Beach	Mara Giuliani
Hollywood	John Delaney
Jacksonville	Ralph L. “Buddy” Fletcher
Lakeland	Richard Kaplan
Lauderhill	Manuel Diaz
Miami	Neisen Kasdin
Miami Beach	Christine Moreno
North Miami	Glenda Hood
Orlando	Buddy Dyer
	Frank Ortis
Pembroke Pines	Robert Minsky
Port St. Lucie	Patricia Christensen
	David J. Fischer
St. Petersburg	Richard Baker
	Dorothy Inman-Crews
Tallahassee	John Marks
	Pam Iorio
Tampa	Nancy Graham
West Palm Beach	Joel Daves
	Lois Frankel



Courtesy of and photo by James Russell

In Miami Beach, design preservation has been credited with a dramatic economic turnaround.

GEORGIA	
Athens	Gwen O’Looney
	Doc Eldridge
	Heidi Davison
Atlanta	Shirley Franklin
Augusta	Charles DeVaney
	Bob Young
East Point	Patsy Jo Hilliard
Macon	Lee Robinson
	Tommy Olmstead
	Jim Marshall
	C. Jack Ellis
Roswell	Jere Wood
Savannah	Susan Weiner
	Floyd Adams, Jr.
	Otis Johnson



Eddie A. Perez
Mayor of Hartford, CT
MICD 32, 2002

“As a new mayor, the workshop provided me with a great opportunity to establish a paradigm on how to evaluate my city’s urban fabric. It was also important for me to sit down with fellow mayors to discuss urban concerns and address challenges we tackle each day in our respective cities.”



Jim Marshall
U.S. House of Representatives
Former Mayor of Macon, GA
MICD 21, 1996

“I was a new mayor who had inherited a plan to replace our main street with a 45-mph throughway. I knew in my gut this was wrong, but I wasn’t sure what to do about it. Thanks to what I learned at the Institute, I could get away with saying, “Over my dead body.” My participation encouraged me, taught me and gave me the contacts I needed to stop the throughway and then reallocate the money toward a redesign and revitalization effort that is now underway, saving our downtown core. But for the Mayors’ Institute, I doubt we would have ended up saving the four city blocks that are now being rebuilt.”

Alumni Mayors continued

HAWAII	
Honolulu	Jeremy Harris Mufi Hannemann
Lihue	JoAnn Yukimura
Maui	Alan Arakawa
Wailuku	Linda Crockett Lingle

IDAHO	
Boise	Dirk Kempthorne Brent Coles
Caldwell	Garret Nancolas
Nampa	Tom Dale
Idaho Falls	Thomas V. Campbell

ILLINOIS	
Alton	Donald Sandidge
Arlington Heights	Arlene Mulder
Aurora	Thomas Weisner
Bartlett	Catherine Melchert
Belleville	Roger Cook
Champaign	Dan McCollum Gerald Schweighart
Chicago	Richard M. Daley
Decatur	Terry Howley
East St. Louis	Debra Powell
Elgin	Ed Schock
Evanston	Joan Barr Lorraine Morton
Highland Park	Daniel M. Pierce
Maywood	Joseph Freelon
Naperville	A. George Pradel
Oak Park	David Pope
Orland Park	Daniel McLaughlin
Palatine	Rita Mullins
Peoria	David Ransburg
Rockford	Charles E. Box Doug Scott Lawrence Morrissey
Schaumburg	Alan Larson
Springfield	Karen Hasara

INDIANA	
Bloomington	Tomilea Allison
Carmel	James Brainard
Columbus	Fred Armstrong
Elkhart	James P. Perron
Evansville	Russell Lloyd
Fort Wayne	Paul Helmke Graham A. Richard
Gary	Thomas Barnes Scott King
Indianapolis	Bart Peterson
Kokomo	Stephen J. Dailey
South Bend	Joseph Kernan Stephen J. Luecke
Terre Haute	James Jenkins
Vincennes	Belle Kastin

IOWA	
Bettendorf	Ann Hutchinson
Cedar Rapids	Lee Clancey Paul Pate Kay Halloran
Clinton	LaMetta Wynn
Council Bluffs	Tom Hanafan
Davenport	Thomas Hart Charles Brooke Edwin Winborn
Des Moines	Preston Daniels Frank Cownie
Dubuque	Terrance Duggan
Waterloo	Bernard L. McKinley John Rooff III

KANSAS	
Hutchinson	Frances Garcia
Kansas City	Carol Marinovich Joe Reardon
Lawrence	Robert Walters
Manhattan	Edith Stunkel
Topeka	Harry “Butch” Felker Joan Wagnon
Wichita	Bob Knight

KENTUCKY	
Bowling Green	Eldon Renaud Elaine N. Walker
Covington	Denny Bowman
Frankfort	William I. May, Jr.
Lexington	Pam Miller Teresa Isaac Jim Newberry
Louisville	Jerry Abramson Dave Armstrong
Owensboro	David Adkisson
Paducah	Geraldine Montgomery

LOUISIANA	
Alexandria	Edward G. Randolph, Jr.
Baton Rouge	Tom Ed McHugh Melvin “Kip” Holden
Bossier City	George Dement
Covington	Keith Villere Candace Watkins
Crowley	Isabella delaHoussaye
Gretna	Ronnie Harris
Lafayette	Joey Durel
Lake Charles	Willie Mount Randy Roach
Mandeville	Eddie Price
Monroe	Robert Powell Abe Pierce Melvin Rambin
New Iberia	Cliff Aucoin Ruth Fontenot
New Orleans	C. Ray Nagin
Shreveport	Hazel Beard Robert “Bo” Williams
Slidell	Ben Morris
St. John the Baptist Parish	Nickie Monica
Zachary	Henry J. Martinez

MAINE	
Auburn	Lee Young
Augusta	William Burney, Jr.
Gardiner	Patricia Bourgoin
Lewiston	James Howaniec John Jenkins Kaileigh Tara
Portland	Thomas Allen John McDonough Karen Geraghty
Waterville	Paul LePage

MARYLAND	
Annapolis	Ellen Moyer
Baltimore	Kurt Schmoke Martin O’Malley Gary Allen
Bowie	James Grimes
Frederick	William Holtzinger Steven Sager
Hagerstown	

MASSACHUSETTS	
Attleboro	Judith Robbins
Brockton	John Yunits, Jr.
Boston	Thomas Menino
Cambridge	Alice Wolf
Gloucester	John Bell
Haverhill	Theodore Pelosi
Lawrence	Kevin Sullivan Patricia Dowling Michael Sullivan
Lynn	Patrick McManus
New Bedford	John K. Bullard Rosemary Tierney Fred Kalisz, Jr.
Newton	Scott Lang
Northampton	Thomas Concannon David Musante, Jr. Mary Ford
Pittsfield	Gerald S. Doyle, Jr.
Quincy	James Sheets
Springfield	Robert Markel Michael J. Albano

MICHIGAN	
Ann Arbor	Elizabeth Brater Ingrid Sheldon John Hieftje
Dearborn	Michael Guido
Grand Rapids	Gerald R. Helmholtz John Logie Edward Bivens, Jr.
Inkster	Robert Jones
Kalamazoo	William Hardiman
Kentwood	Terry J. McKane
Lansing	David Hollister Virg Bernero Robert Bennett
Livonia	Jack Kirksey
Monroe	C.D. “Al” Cappuccilli
Muskegon	Fred Nielsen
Pontiac	Clarence E. Phillips
Saginaw	Gary Loster
Southfield	Donald Fracassi Brenda Lawrence
Taylor	Gregory Pitoniak

MINNESOTA	
Bloomington	Gene Winstead
Brooklyn Park	Steve Lampi
Burnsville	Elizabeth Kautz
Duluth	Gary Doty Herb Bergson Gary Peterson
Eden Prairie	Jean Harris M.D. Mary Anderson
Golden Valley	Richard Nordvold
Hibbing	Sharon Sayles Belton
Minneapolis	R.T. Rybak Mark Voxland
Moorhead	Chuck Hazama
Rochester	Chuck Canfield Ardell Brede Katherine Trummer
South Saint Paul	George Latimer
St. Paul	James Scheibel Norm Coleman

MISSISSIPPI	
Biloxi	A.J. Holloway
D’Iberville	Rusty Quave
Gautier	Pete Pope
Greenville	C. C. “Frank” Self
Gulfport	Ken Combs Robert Short Brent Warr
Hattiesburg	Johnny Dupree
Jackson	Kane Ditto Harvey Johnson, Jr. Frank Melton
Long Beach	Robert Bass
Meridian	Jimmy Kemp John Robert Smith
Moss Point	Xavier Bishop
Natchez	David Armstrong F. L. “Hank” Smith
Ocean Springs	Connie Moran
Oxford	Patricia Lamar
Pascagoula	Matthew Avara
Tupelo	Larry Otis
Vicksburg	Robert Walker

MISSOURI	
Chesterfield	Nancy Greenwood
Columbia	Mary Anne McCollum Darwin Hindman
Jefferson City	Louise Gardner
Kansas City	Emanuel Cleaver II Kay Barnes
St. Charles	Robert Moeller Patricia York
St. Joseph	Glenda Kelly Ken Shearin
St. Louis	Vincent C. Schoemehl, Jr. Freeman Bosley, Jr.
University City	Clarence Harmon Francis Slay Janet Majerus



Norm Coleman
U.S. Senate
Former Mayor of St. Paul, MN
MICD 19, 1995

“As mayor of Minnesota’s capital city, St. Paul, I realized that it was going to be important not only to have a plan for the future design of the city, but I would also need to find ways of working with designers, business owners, and residents to implement that plan. The Mayors’ Institute on City Design prepared me for ways to reflect and recognize the importance of creating an enduring vision for the future of the city, but more importantly, for generating solutions to make that vision a reality.”



Sue Myrick
U.S. House of Representatives
Former Mayor of Charlotte, NC
MICD 4, 1988

“Having participated in the program and then seeing the positive results in my city, I would recommend the Institute to every mayor. Sometimes you get so wrapped up in the day-to-day issues of your city that it is hard to see the forest for the trees. The Mayors’ Institute allowed me to think outside the box and to learn from other mayors who had already tackled similar problems. In every respect, it was a very positive experience.”

Alumni Mayors continued

MONTANA	
Billings	James E. Van Arsdale Chuck Tooley Ron Tussing
Bozeman	Tim Swanson Steve Kirchhoff
Missoula	Daniel Kemmis Mike Kadas John Engen

NEBRASKA	
Grand Island	Ken Gnadt Margaret Hornady
Lincoln	Bill Harris Mike Johanns Don Wesely Coleen Seng Chris Beutler
Omaha	Hal Daub

NEVADA	
Henderson	James Gibson
Las Vegas	Jan Laverty Jones
Reno	Pete Sferrazza Jeff Griffin
Sparks	Geno Martini

NEW HAMPSHIRE	
Concord	William Veroneau
Franklin	Brenda Elias
Manchester	Ray Wieczorek Bob Baines
Nashua	Rob Wagner Bernard Streeter



The New Jersey Performing Arts Center invites audiences to a once derelict corner of downtown Newark.

NEW JERSEY	
Asbury Park	Kevin Sanders
Atlantic City	James Whelan
Bordentown	William D. Nine, Jr.
Burlington	Herman Costello
Camden	Aaron Thompson Milton Milan
East Orange	Cardell Cooper Robert Bowser George Spadaro
Edison	J. Christian Bollwage
Elizabeth	John F. Zisa
Hackensack	Meryl Frank
Highland Park	Amy I. Aughenbaugh
Hightstown	David Roberts
Hoboken	Timothy McDonough
Hope	Sara Bost
Irvington	Wayne Smith
Lambertville	David DelVecchio
Manahawkin	Carl W. Block
Newark	Sharpe James
Old Bridge	Barbara Cannon
Orange	Robert Brown
Paterson	Martin Barnes
Perth Amboy	Joseph Vas
Plainfield	Albert McWilliams
Pleasantville	Ralph Peterson, Sr.
Port Norris	George Garrison
Princeton	Barbara Boggs Sigmund
Princeton Junction	Shing-Fu Hsueh
Red Bank	Edward McKenna, Jr.
South Amboy	John O’Leary
South Bound Brook	JoAnne B. Schubert
Stewartsville	Robert Zelle
Trenton	Arthur J. Holland Douglas Palmer
Vineland	Perry Barse

NEW MEXICO	
Albuquerque	Louis E. Saavedra Martin Chavez
Farmington	Thomas Taylor
Las Cruces	Rubén A. Smith William Mattiace
Rio Rancho	Kevin Jackson
Roswell	Thomas Jennings
Santa Fe	Samuel Pick Debbie Jaramillo

NEW YORK	
Albany	Thomas M. Whalen III
Binghamton	Juanita Crabb Richard Buccì Matthew T. Ryan
Buffalo	Anthony Massiello Byron Brown
Cooperstown	Carol Bateman Waller
Freeport	Arthur Thompson William Glacken
Ithaca	Alan J. Cohen
Mount Vernon	Ernest Davis
Newburgh	Audrey Carey
Niagara Falls	James Galie Irene Elia PhD
Nyack	John Shields
Oneonta	David Brenner
Poughkeepsie	Paul Buccellato Nancy Cozean
Rochester	Thomas P. Ryan, Jr. William A. Johnson, Jr. Robert Duffy
Rome	Joseph Griffo
Saratoga Springs	Almeda Dake
Schenectady	Karen Johnson Albert Jurczynski
Syracuse	Matthew Driscoll
Utica	Timothy Julian
White Plains	Alfred Del Vecchio S. J. Schulman

NORTH CAROLINA	
Asheville	Charles Worley Terry Bellamy
Chapel Hill	Kenneth Broun Rosemary Waldorf Kevin Foy
Charlotte	Sue Myrick Patrick McCrory
Durham	Nicholas Tennyson William Bell
Fayetteville	Marshall Pitts, Jr.
Gastonia	Jennifer Stultz
Greensboro	V. M. Nussbaum, Jr. Carolyn Allen
High Point	Rebecca Smothers
Huntersville	Kim Phillips
Raleigh	Tom Fetzer
Salisbury	Susan Wear Kluttz
Winston-Salem	Martha S. Wood Jack Cavanagh Allen Joines

NORTH DAKOTA	
Fargo	Bruce Furness
Grand Forks	Mike Polovitz
Minot	Orlin Backes

OHIO	
Akron	Donald Plusquellic
Canton	Sam Purses
Cincinnati	Roxanne Qualls Mark Mallory
Columbus	Michael Coleman
Cuyahoga Falls	Don Robart
Dayton	Rhine McLin
Dublin	Joel Campbell
East Cleveland	Wallace Davis
Findlay	John Stozich
Gahanna	Rebecca Stinchcomb
Kettering	Marilou Smith
Lima	David Berger
Mansfield	Lydia Reid
Marion	Jack Kellogg
Solon	Robert Paulson
Toledo	Carleton Finkbeiner
Zanesville	Marilyn Swope

OKLAHOMA	
Edmond	Daniel P. O’Neil
Oklahoma City	Ronald Norick Kirk Humphries Mick Cornett
Tulsa	Rodger A. Randle Susan Savage Kathryn L. Taylor

OREGON	
Astoria	Edith Henningsgaard
Corvallis	Helen Berg Charles Tomlinson
Eugene	Kitty Piercy
Lake Oswego	Judie Hammerstad
Milwaukie	Carlyn Tomei
Portland	J. E. “Bud” Clark Tom Potter
Springfield	Bill Morrisette



Michael Coleman
Mayor of Columbus, OH
MICD 30, 2001

“It was an awesome experience networking with my colleagues. We all had a common goal of building today for a positive tomorrow through revitalization of our cities. I highly recommend that mayors who have not participated in this program take advantage of it.”



Phil Bredesen
Governor of Tennessee
Former Mayor of
Nashville, TN
MICD 20, 1996

“The two days at the Mayors’ Institute absolutely changed my thinking on the design and placement of our city library. Now we have a wonderful new Robert Stern building directly on axis with our state capitol, when it might very well have ended up on a much less successful site. I came back from the Institute with a new process and a new way of thinking about the city.”

Alumni Mayors continued

PENNSYLVANIA	
Allentown	Joseph S. Daddona William Heydt Ed Pawlowski
Altoona	Thomas Martin Wayne Hippo
Bethlehem	Kenneth Smith John Callahan
Chester	Barbara Bohannon-Sheppard
Easton	Thomas Goldsmith
Erie	Joyce Savocchio Richard Filippi
Lancaster	Janice C. Stork Charlie Smithgall
Pittsburgh	Tom Murphy
Reading	Warren Haggerty, Jr.
Scranton	Christopher Doherty
State College	William Welch
Wilkes-Barre	Lee Namey Thomas D. McGroarty
York	Charles Robertson John Brenner
PUERTO RICO	
Bayamon	Ramón Luis Rivera
San Juan	Baltasar Corrada del Rio
RHODE ISLAND	
Cumberland	Frank Gaschen
Newport	Robert McKenna David Gordon
Pawtucket	James Doyle
Providence	Vincent Cianci, Jr. David Cicilline
Warwick	Scott Avedisian
Woonsocket	Francis Lanctôt
SOUTH CAROLINA	
Charleston	Joseph P. Riley, Jr.
Columbia	T. Patton Adams Robert Coble
Greenville	William D. Workman III Knox White
Hilton Head	Thomas Peebles
Rock Hill	Betty Jo Rhea Doug Echols
Sumter	Joseph McElveen
Spartanburg	James Talley William Barnett III
SOUTH DAKOTA	
Huron	Merle D. Lewis
Rapid City	Jerry Munson
Sioux Falls	Jack White

TENNESSEE	
Bristol	Sue Ojanen
Chattanooga	Gene Roberts John Kinsey Ron Littlefield Don Trotter John Piper
Clarksville	Thomas Miller Charles Farmer
Franklin	Ruth Montgomery
Jackson	Victor Ashe
Kingsport	Bill Haslam
Knoxville	Philip Bredesen Bill Purcell
Nashville	
TEXAS	
Abilene	Gary McCaleb
Austin	Frank Cooksey
Beaumont	Evelyn Lord David Moore Guy Goodson
Brownsville	Ygnacio Garza Patricio Ahumada Henry Gonzalez Blanca Vela Eddie Treviño, Jr. Mary Rhodes Laura Miller
Corpus Christi	Euline Brock
Dallas	Richard Rozier
Denton	Joe Ochoa
DeSoto	William Tilney
Edinburg	Raymond Caballero
El Paso	John Cook Mary Lib Saleh Kay Granger Kenneth Barr
Euless	Michael J. Moncrief
Fort Worth	Janice R. Coggeshall Barbara Crews Lyda Ann Thomas Morris Parrish
Galveston	Saul N. Ramirez, Jr. Elizabeth “Betty” Flores Robert E. Burns
Irving	Lila Cockrell
Laredo	Howard Peak Ed Garza
Midland	David Wallace
San Antonio	James Bramlett Robert Sheehy, Sr. Mike Morrison
Sugar Land	Virginia DuPuy
Texarkana	
Waco	

UTAH	
Murray	Daniel Snarr
Ogden	Glenn Mecham Matthew Godfrey
Park City	Bradley Olch
Provo	Lewis K. Billings
Salt Lake City	Palmer DePaulis Deedee Corradini Ross C. Anderson
Sandy City	Steven Newton
Taylorsville	Russ Wall
VERMONT	
Burlington	Peter Clavelle Bob Kiss
Montpelier	Ann Cummings Mary S. Hooper
Rutland	Jeffrey Wennberg
VIRGINIA	
Alexandria	Patricia Ticer
Blacksburg	Ron Rordam
Bristol	Jerry Allen Wolfe
Cape Charles	Alex Parry
Charlottesville	Frank Buck Alvin Edwards William Ward
Chesapeake	Linwood Wright
Danville	Ross Kearney, II
Hampton	Joseph A. Leafe
Norfolk	Mason Andrews Paul Fraim Gloria Webb
Portsmouth	James W. Holley, III
Richmond	Timothy Kaine
Roanoke	David Bowers Ralph K. Smith
Virginia Beach	Robert G. Jones
Williamsburg	Meyera Oberndorf John Hodges
WASHINGTON	
Auburn	Peter Lewis
Bellevue	Connie Marshall
Bellingham	Tim Douglas Mark Asmundson
Bremerton	Louis Mentor
Everett	Peter Kinch Edward D. Hanson
Federal Way	Debra G. Ertel Mahlon “Skip” Priest
Kent	Dan Kelleher
Lynnwood	Don Gough
Mount Vernon	Skye Richendrfer
Redmond	Rosemarie Ives
Renton	Kathy Keolker
Seattle	Greg Nickels
Spokane	Jack Geraghty John Powers
Tacoma	Karen Vialle Brian Ebersole
Vancouver	Bill Baarsma
Wenatchee	Bruce Hagensen
Yakima	Earl Tilly Pat Berndt

WEST VIRGINIA	
Charleston	Jay Goldman
Parkersburg	Robert Newell
Wheeling	John Lipphardt Nicholas Sparachane
WISCONSIN	
Appleton	Dorothy Johnson Timothy M. Hanna
Brookfield	Kathryn Bloomberg
Green Bay	Samuel Halloin Paul Jadin James Schmitt
Greenfield	Timothy Seider
Kenosha	John Antaramian
Madison	Joseph Sensenbrenner Sue Bauman
Milwaukee	John Norquist Tom Barrett
Neenah	Marigen Carpenter
Racine	Gary Becker
Waukesha	Carol Opel
WYOMING	
Cheyenne	Don Erickson



Courtesy of Wallace Roberts & Todd, LLC

Richmond’s Canal Walk turns a piece of industrial heritage—a barge canal—into a popular urban amenity.



Kay Granger
U.S. House of
Representatives
Former Mayor of
Fort Worth, TX
MICD 11, 1991

“It was the most important program that I attended as a mayor. Throughout my three terms, I kept coming back to what I had learned at the Institute and applying it to my city. I can think of at least three specific success stories that were the direct result of my participation. These include the creation of a grand boulevard in the place of a torn-down overpass, the rebuilding of our downtown library, and the reorientation of the city toward its waterfront. Honestly, in terms of what will last beyond me into the future, the Mayors’ Institute had a greater influence than anything else I did while in office.”

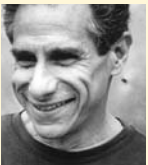
Alumni Faculty as of January 2008

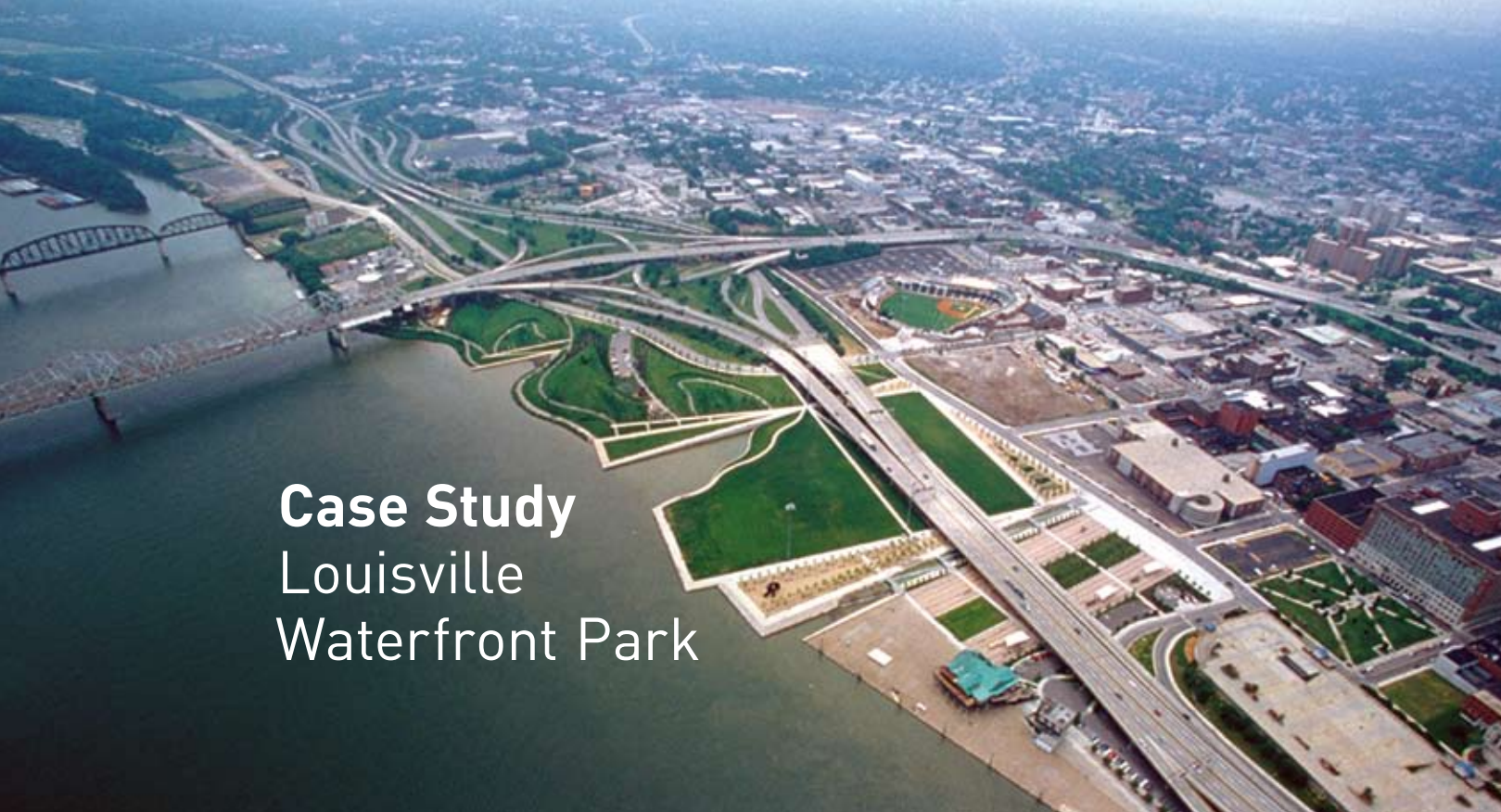
More than 550 design professionals have served as resource team members at the Mayors' Institute on City Design.

Joan Abrahamson—Jefferson Institute / Douglas Allen—Hargreaves Associates / Stan Allen—Field Operations / Douglas Allen—Georgia Institute of Technology / Karen Alschuler—Simon Martin-Vegue Winkelstein Morris / Andrew Altman—District of Columbia Office of Planning / Thomas Anding—University of Minnesota / Taylor Andrews—Andrews Urban LLC / John Archer—University of Minnesota / Elmo Baca—The Great American Station Foundation / Elinor Bacon—E.R. Bacon Development / Adele Fleet Bacow—Policy and Management Associates / Susan Balmori—Balmori Associates / Andrew Baque—Urban Design Center of Northeast Ohio / **Julie Bargmann**—University of Virginia / Jonathan Barnett—University of Pennsylvania / Richard Baron—McCormack Baron & Assoc / Brenda Barrett—National Heritage Areas / Cheryl Barton—Ken Kay Associates / Craig Barton—University of Virginia / Charles Bartsch—Northeast-Midwest Institute / Mary Catherine Bateson—George Mason University / Constance Beaumont—National Trust for Historic Preservation / Laurie Beckelman—World Monuments Fund / Robert Becker—Audubon Institute / William Beetle—New Jersey Department of Transportation / Matthew Bell—University of Maryland / Gary Bellomy—Land Design Studio / Dena Belzer—Strategic Economics / Ralph Bennett—University of Maryland / Daniel Bennett—University of Arkansas / Gayle Berens—Urban Land Institute / David Bergmann—Economic Research Associates / Fred Bernstein—Author / Anita Berrizbeitia—University of Pennsylvania / Lee Bey—Chicago Central Area Committee / Jay Biggins—Stadtmauer, Bailkin-Biggins / Eugene Birch—University of Pennsylvania / Omar Blaik—University of Pennsylvania / Edward Blakely—University of Southern California / Warren Boeschenstein—University of Virginia / Chuck Bohl—University of Miami / **J. Max Bond**—Davis, Brody & Assoc / John Boorn—Madison Marquette / Ben Boozer—South Carolina Downtown Development Association / Amy Bortz—Towne Properties / Peter Bosselman—University of California at Berkeley / Stephanie Bothwell—Urban and Landscape Design / Roberta Brandes Gratz—Author / H. Alan Brangman—Georgetown University / Benjamin Bratton—Southern California Institute of Architecture / Joseph Breitenicher—Philanthropic Initiative / Susanne Brendel-Pandich—National Trust for Historic Preservation / Todd Bressi—Pratt Institute / Annette Bridges—Scott Joplin House / Angela Brooks—Pugh + Scarpa / Terry Brooks—Development Services / Paul Brophy—Brophy & Reilly LLC / Catherine Brown / J. Carter Brown / Joseph Brown—EDAW / Kimberly Brown—Mississippi State University / **Will Bruder**—Will Bruder Architects / Robert Bruegmann, Ph.D.—University of Illinois - Chicago / Simeon Bruner—Bruner-Cott, Associates / Charles Buki—Neighborhood Reinvestment Corp. / John Bullard—University of Massachusetts / Ignacio Bunster-Ossa—Wallace Roberts & Todd / Tom Burden—Walkable Communities / Tom Buresh—University of Michigan / Carol Burns—Harvard University / Taylor MacDougall Burns Architects / Shirl Byron—Morgan State University / Bruce Cain—University of California at Berkeley / Peter Calthorpe—Calthorpe Associates / Mark Cameron—Morgan State University / Robert Campbell—The Boston Globe / Mario Campos—Jones & Jones / Michael Carmichael—EDAW / Elaine Carmichael—ERA Associates / Don Carter—Urban Design Associates / Donna Carter—Carter Design Associates / Colin Cathcart—Kiss & Cathcart Architects / Karen Chapple—University of California at Berkeley / Jim Charlier—Charlier Associates, Inc. / **Adele Chatfield-Taylor**—American Academy in Rome / Jay Chatterjee—University of Cincinnati / Rick Chellman—TND Engineering / Susan Child—Child Associates / Jeffrey Chusid—University of Texas / John Clark—The John A. Clark Company / Janine Clifford—Clifford Planning / Kelly Clifton—University of Maryland / **Henry Cobb**—Pei, Cobb, Freed, & Partners / Rick Cole—Former Mayor of Pasadena / David Collins—City of Knoxville / Paula Collins—Western Development Group / Richard Collins—University of Virginia / Nancy Rutledge Connery / Robert Conradt / Cardell Cooper—National Community Development Association / Lee Copeland—Mithun / Judith Corbett—Local Government Commission / Joe Cortright—Impresa Consulting / Fernando Costa—City of Fort Worth Planning Department / John Costonis—Vanderbilt University / Leland Cott—Harvard University / Maurice Cox—University of Virginia / David Crane—University of South Florida / Dana Crawford—Urban Neighborhoods / David Crockett—Chattanooga Institute for Sustainability / Walter Cudnohufsky—Walter Cudnohufsky & Associates / Dean Currie—California Institute of Technology / Richard Dagenhart—Georgia Institute of Technology / Diane Dale—University of Virginia / Deborah Dalton—University of Oklahoma / Elizabeth Danze—University of Texas / Deborah Darden—Lackawanna Field Office, National Park Service / Robert Davis—Seaside Community Dev. Corp. / Thomas Davis—University of Texas / Marleen Davis—University of Tennessee / John de Monchaux—Massachusetts Institute of Technology / Elizabeth Deakin—UC Transportation Center / Michael Dennis—Massachusetts Institute of Technology / Antonio Di Mambro—Antonio Di Mambro + Associates / Mario di Valmarana—University of Virginia / Eduardo Diaz—San Antonio Dept of Arts & Cultural Affairs / David Dillon—Dallas Morning News / Hank Dittmar—Reconnecting America / David Dixon—Goody Clancy / Michael Dobbins—Atlanta Planning & Development Commission / Fred Dock—Meyer Mohaddes Associates / Harry Dodson—Harry Dodson Associates / Kathy Dorgan—Dorgan Architecture and Planning / Robert Dorgan—Institute for Small Town Studies / Victor Dover—Dover, Kohl, & Partners / John Dowlin—Hamilton County Commission / Boris Dramov—ROMA Design Group / Robert Dripps—University of Virginia / Andres Duany—Duany Plater-Zyberk & Co. / Joseph Duckworth—Arcadia Communities, Inc. / Ellen Dunham-Jones—Georgia Institute of Technology / Sarah Dunn—UrbanLab / Karl DuPuy—University of Maryland / Ruth Durack—Urban Design Center of Northeast Ohio / Juan Echaniz i Sans / Stanton Eckstut—Ehrehnkrantz & Eckstut Architects / John Eddy—Arup / Julie Eizenberg—Koning/Eizenberg Architecture / Mona El Khafif—Tulane University / **Merril Elam**—Scogin, Elam & Bray / Nan Ellin—Arizona State University / Russell Ellis—University of California / Philip Enquist—Skidmore, Owings, and Merrill, LLP / Phil Erickson—Community Design + Architecture / Mark Falcone—Continuum Partners LLC / Gregory Farrington—Lehigh University / Gayle Farris—Forest City-Science + Technology Group / Ray S. "Rip" Farris—Tuscan Development / Reese Fayde—Living Cities / Ed Feiner—Skidmore, Owings and Merrill / Martin Felsen—UrbanLab / Liz Ferrer—Bank of America / Ronald Filson—Tulane University School of Architecture / Bonnie Fisher—ROMA Design Group / Robert Fishman—University of Michigan / Nancy Fleming—SWA Group / Julianne Fletcher—Preservation Texas / Steven Foote—Perry Dean Rogers and Partners Architects / Kristina Ford—New Orleans City Planning / Ronald Forman—Audubon Institute / Harrison Fraker—University of California at Berkeley / John Francis—University of Utah / Carol Franklin—Andropogon / Iain Fraser—Washington University / Philip Freelon—The Freedom Group Architects / Eduardo Freer—Johnson, Johnson & Roy / John Fregonese—Fregonese Associates / Dennis Frenchman—Massachusetts Institute of Technology / Howard Frumkin, MD—Center for Disease Control / Carol Galante—BRIDGE Housing / Leslie Gallery / Elizabeth Gamard—Tulane University / Mario Gandelsonas—Princeton University / Harvey Gantt—Gantt Huberman Architects / Kathleen Garcia—Wallace Roberts & Todd / Doug Garofalo—Garafalo Architects / Alex Garvin—Alex Garvin and Associates / Augustin Garza—Garza Group / Ray Gastil—The Van Alen Institute / Don Gatzke—Tulane School of Architecture / Patricia Gay—Preservation Resource Center / Robert Geddes—Geddes Demshak Architecture & Planning / Stephanie Gelb—Battery Park City Authority / Rosalie Genevro—The Architectural League of New York / Mike Ghielmetti—Signature Properties / Robert Gibbs—Gibbs Planning Group / Deirdre Gibson—National Park Service / William Gilchrist—City of Birmingham / Tom Gilmore—Gilmore Associates / Ray Gindroz—Urban Design Associates / Adam Glaser—Washington University / Nathan Glazer—Harvard University / **Parris Glendening**—Smart Growth Leadership Institute / Harold Glover / Deborah Goddard—Harvard University / Terry Goddard—Former Mayor of Phoenix / Joan Goody—Goody, Clancy Goody Clancy Architecture, Planning and Preservation / Lisa Gould—Skidmore, Owings & Merrill / Vince Graham—Civitas / James Grauley—Bank of America Community Development Corporation / Bert Gregory—Mithun / Randy Gregson—Downtown Development District / Ken Greenberg—Greenberg Consultants / Udo Greinacher—University of Cincinnati / Rick Greive—Downtown Cincinnati, Inc. / Toni Griffin—District of Columbia Office of Planning / Maxine Griffith—Columbia University / Jerry Gutenschwager—Washington University / Sharon Haar—University of Illinois at Chicago / Gary Hack—University of Pennsylvania / Francis Halsband—RM Kliment & Frances Halsband Arch. / Hugh Hardy—H3 Hardy Collaboration Architecture / Robert Harris—University of Southern California / Hope Hasbrouck—University of Texas / Pamela Hawkes—Ann Beha Associates / **Laurie Hawkinson**—University of California at Berkeley / Tom Hester—Civitas / Chamelle Hicks—CHPlanning / Tony Smith-Miller + Hawkinson Architects / Duncan Hazard—Polshek Partnership Architects / Clifton Henry—Hammer, Siler, George and Associates / Randolph Hester—University of California at Berkeley / Philip Howard—Howard, Darby, & Levin / William Hudnut—University of California at Berkeley / John Hoal—Washington University / David Hollenberg—National Park Service / Cindy Holler—Fannie Mae / Michael Holleran—University of Colorado / **Walter Hood**—Urban Land Institute / Ray Huff—Huff + Gooden Architects / Karen A. Hundt—Planning & Design Studio / Steven Hurtt—University of Maryland / Ernest Hutton—Hutton Associates Inc / Thomas Hylton / Betsy Jackson—International Downtown Association / Allan Jacobs—University of California at Berkeley / Clifford Janey—Rochester Public Schools / Gloria Jeff—Federal Highway Administration / Ronald Jensen—Arizona State University / **Carlos Jimenez**—Carlos Jimenez Studio / Anthony Johns—Morgan State University / Carol Johnson—Carol R. Johnson Associates / Mark Johnson—Civitas / Ralph Johnson—Perkins & Will / William Johnson—Peter Walker/William Johnson & Partners / Dennis Jones—Virginia Polytechnic Institute / Ellen Dunham Jones—Georgia Institute of Technology / Grant Jones—Jones & Jones / Mary Margaret Jones—Hargreaves and Associates / Michael W. Jones—Office of Executive, Saint Louis County / John Kaliski—Urban Studio / Brian Kane—The Kane Group Landscape Architects / Peter Katz—The Citistates Group / Jerold Kayden—Harvard University / Frank Keefe—JMB Urban Development / John Keene—University of Pennsylvania

Alumni Faculty (continued)

/ Douglas Kelbaugh—University of Michigan / Katharine Kelley—Green Street Properties / Michael Kelly—District of Columbia Housing Authority / Sheila Kennedy—Kennedy & Violich Architecture / Fred Kent—Project for Public Spaces / Susan Kidd—Georgia Scenic Byways Project / Matthew Kiefer—Goulston and Storrs, Inc / Judith Kinnard—Schwartz Kinnard Architects / Michael Kinsley—Rocky Mountain Institute / Jack Kirkland—Washington University / Niall Kirkwood—Harvard University / Richard Koshalek—Art Center College of Design / Spiro Kostof / **Alex Krieger**—Harvard University / Leon Krier—Architect / John Kriken—Skidmore, Owings & Merrill / Reed Kroloff—Tulane University / Ken Kruckemeyer—Massachusetts Institute of Technology / Walter Kulash—Glatting Jackson / Michael Kwartler—New School for Social Research / Florence Ladd—The Mary Ingraham Bunting Institute / Phyllis Lambert—Canadian Centre for Architecture / William Lamont—Murray Lamont & Assoc. / Ted Landsmark—Boston Architectural College / Robert Lane—Regional Plan Association / Gail Lannoy—Bank of America / Tom Leader—Tom Leader Studio / David Lee—Stull and Lee Architects / Ruthann Lehrer—Long Beach Preservation Office / Ralph Lerner—Princeton University / Paul Levy—Center City District / Robert Lewis—Development Strategies, Inc. / James Lewis—Concur / Roger K. Lewis—University of Maryland / Bruce Liedstrand—City of Cathedral City / Bruce Lindsey—Washington University / John Livingston—Tishman Urban Development Group / Ian Lockwood—Glatting Jackson / Stephen Lockwood—Parsons Brinckerhoff Quade & Douglas / Edward Logue—Logue Development / Nellie Longworth—Preservation Action / J. Carson Looney—Looney Ricks Kiss / Milton Lopes—University of Georgia / Fidel Lopez—Broadacre Management Co / Stan Lowe—National Trust for Historic Preservation / Weiming Lu—Lowertown Redevelopment / Jeff Lubell—Center for Housing Policy / Stephen Luoni—University of Arkansas Community Design Center / **Donlyn Lyndon**—University of California at Berkeley / Lyndon/Buchanan Assoc / John MacManus—Teng Associates / Mary Madden—Ferrell Madden Associates / Eva Maddox—Eva Maddox Associates / Janet Majerus / Michael Manfredi—Weiss & Manfredi / Ray Manning—Manning Architects / Roger Martin—Martin & Pitz Assoc / Randall Mason—University of Pennsylvania / Tom Martinson / **Thom Mayne**—University of Virginia / Brian McGrath—PATH Architects / Jill McGuire—Regional Arts Commission / Alistair McIntosh—Sasaki Associates / Segwick Mead / Mary Means—Mary Means & Associates / Rebecca Mendez—University of California at Los Angeles / Stephen McDonough—University of Virginia / Brian McGrath—PATH Architects / Jill McGuire—Regional Arts Commission / Alistair McIntosh—Sasaki Associates / Segwick Mead / Mary Means—Mary Means & Associates / Rebecca Mendez—University of California at Los Angeles / Stephen Metli—Sioux Falls Planning & Building Services / Tracy Metz—NRC Handelsblad and Loeb Fellow / Elizabeth Meyer—University of Virginia / Norman Millar—Woodbury University / Iris Miller—Catholic University / David Mohney—University of Kentucky / Harvey Molotch—New York University / Steven Moore—University of Texas / Linda Morgan—OENJ Cherokee Corporation / William Morrish—University of Virginia / **Eric Owen Moss**—South California Institute of Architecture / Anne Vernez Moudon—University of Washington / Jennifer Moulton—City of Denver / Grover E. Mouton, III—Tulane Regional Urban Design Center / Stan Mulvihill—Civitas Project Development / Roberta Mundie—Mundie & Associates / Patricia O'Brien—Patricia O'Brien Landscape Architecture / Cheryl O'Neil—Torti Gallas CHK / Paul Okamoto—Okamoto-Saijo Architecture / Gary Okerlund—Okerlund & Associates / Oyeshola Olatoye—/ Nancy Nolan—Atlanta Chamber of Commerce / Enrique Norten—University of Pennsylvania / Oliver—Art Center College of Design / Steven Ortmann—Capitol METRO / Elizabeth Padjen—Padjen Architects / Sergio Palleroni—University of Texas / Mahendra Parekh—Morgan State University / Peter Park—City of Denver Community Development and Planning / Barbara Parmenter—University of Texas / John Parsons—National Park Service, National Capital Region / Joseph Passonneau—Joseph Passonneau & Partners / Robert Patterson—University of Texas / **Elizabeth Plater Zyberk**—Duany Plater-Zyberk & Co. / Alan Plattus—Yale University / Linda Pollak—Harvard University / Sharon Lee Polledri / Stefanos Polyzoides—Moule & Polyzoides / Kathy Poole—POOLE Design / William Porter—MIT School of Architecture and Planning / Harry Porter—Congress for the New Urbanism / S. Jerome Pratter—The Solar Partnership, LLP / Michele Pride-Wells—University of Kentucky / Michael Pyatok—Pyatok and Associates / Roxanne Qualls—Former Mayor of Cincinnati / Bruce Race—RACESTUDIO / Dennis Rash—University of North Carolina at Charlotte / William Rawn—William Rawn Assoc / Genevieve Ray—Urban Conservation & Design / Eric Red—SYNCinc Architects / Wendy Redfield—North Carolina Urban Instruments / Michael Replogle—Environmental Defense Fund / Nicholas Retsinas—Harvard University / James Richards / Robert Richardson—City of Cincinnati / Hunter Richardson—The Richardson Group / Rich Richman—The Richman Group of Companies / John Riordan—International Council of Shopping Centers / Randall Roark—Georgia Institute of Technology / Mark Robbins—National Endowment for the Arts / Ian Robertson—The Robertson Company / **Jaquelin Robertson**—Cooper, Robertson & Partners / Michael Robinson—Auburn University / Carlos Rodrigues—Regional Plan Association / Sergio Rodriguez—University of Miami / Susie Rodriguez—Polshak Partnership Architects / John Ronan—John Ronan Architect / Catherine Ross—Georgia Institute of Technology / Charles Royer—University of Washington / Donald Royse—Washington University / Elva Rubio—Gensler / Margie Ruddick—Wallace Roberts & Todd / Troy Russ—University of Pennsylvania / Donovan Rypkema—Place Economics / Joaquin Sabate i Bel—CCRS Glatting Jackson / Frank Russell—University of Cincinnati / Tim Ryan—University of New Orleans / Deborah Ryan—University of Arizona State University / Christine Saum—National Capital Planning Commission / David Sawicki—Georgia Institute of Technology / Peter Schaudt—Mexico / Thomas Schmid—Center for Disease Control and Prevention / J. Mark Schuster—Linda Searl—Searl & Associate Architects / Matthew Seltzer / Siddhartha Sen—Morgan State Enterprise Foundation / Donna Shalala—University of Miami / John Shaw—Rancon Financial Corp / Donald Shea—Downtown Development District / William Shutkin—Massachusetts Institute of Technology / Susan Silberberg—Massachusetts Institute of Technology / Fred Silva—Public Policy Institute of California / Roger Simmonds / Audrey Singer—The Brookings Institution / Norma Merrick Sklarek—Jerde Partnership / Daniel Slone—McGuire, Woods, Battle and Boothe / Catherine Sloss Crenshaw—Sloss Real Estate and Loeb Fellow / Ken Smith—Ken Smith Landscape Architect / Kennedy Smith—Community Land Use and Economics (CLUE) Group, LLC / Janet Marie Smith—TBA Properties / Sarah Smith—Arts in Transit, Bi-State Development Agency / Laura Solano—Michael Van Valkenburgh Associates, Inc. / Darius Sollohub—New Jersey Institute of Technology / Daniel Solomon—Solomon E.T.C. / Richard Sommer—Harvard University / Michael Sorkin—The Michael Sorkin Studio / Jeffrey L. 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Davis Van Bakergem—Washington University / Karen Van Lengen—University of Virginia / Julie VandenBerg Snow—Julie Snow Architects / Xavier Vendrell—Studio Xavier Vendrell / Michael Vergason—Michael Vergason Landscape Architects, Ltd. / Anne Vernez Moudon—University of Washington / Peter Waller—Pyatok Architects / David Walters—University of North Carolina at Charlotte / Richard Ward—Development Strategies / Sam Bass Warner / Alex Washburn—W Architecture / Elizabeth Waters / Stroud Watson—Riverfront Downtown Planning and Design Center / Gregory Weaver—Catellus Development / Cynthia Weese—Washington University / Kurt Weigle—New Orleans Downtown Development District / Martha Lampkin Welborne—Surface Transit Project / Peter Werwath—The Enterprise Foundation / Richard Wesley—University of Pennsylvania / Carroll Westfall—Notre Dame University / Robert Weygand—University of Rhode Island / Deborah Whitehurst—Arizona Community Foundation / William Whyte—Author / William Williams—Rice University / Barbara Wilks—W Architecture and Landscape Architecture / Michael Willis—Michael Willis & Associates / Patricia Wilson—National Trust for Historic Preservation / James Wines—SITE / Thomas Wright—Regional Plan Association / Robert Yaro—Regional Plan Association / Ming Zhang—University of Texas / Susan Zielinski—SMART/CARSS, University of Michigan / Robert Zimmer—Brown University / Patricia Zingsheim—DC Office of Planning / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects / Jeffrey Zupan—Regional Plan Association





Case Study Louisville Waterfront Park

Jerry Abramson

Mayor of Louisville, KY

A little more than a decade ago, downtown Louisville was isolated from the Ohio River and its heritage by an interstate highway, industry on the waterfront, and decades of neglect. But today Waterfront Park has become the “living room for the city,” where locals and tourists come to connect with the city’s history, stroll along the river, board riverboats, and enjoy outdoor festivals.

The rebirth of the riverfront began with the election of Jerry Abramson as mayor in 1985 and picked up momentum when he attended the Mayors’ Institute on City Design. Mayor Abramson was elected to office in a city nicknamed “River City,” but Louisville’s pedestrian and recreational access to the Ohio River was severed in 1972 when an elevated highway along the waterfront was constructed.

From the beginning, Mayor Abramson believed that the fabric of Louisville’s downtown had to be stitched back together for it to function best. He turned to the Mayors’ Institute for guidance.

As a participant in the twelfth national Institute in 1992, the mayor discussed his vision for Louisville’s downtown with the design experts around the table. These included urban designers, park planners, and experienced developers from other cities with revitalized waterfronts who were excited about the opportunity to bring their expertise to Louisville.

In a lively 90-minute brainstorming session of the sort that has become a hallmark of the Mayors’ Institute, these experts, Mayor Abramson, and the other invited mayors proposed design alternatives and argued their merits, in hope that the best ideas would be incorporated into the city’s plan.



Case study images courtesy of Hargreaves Associates, facing page and inset photo by John Gellings; next page, bottom by Geoffrey Carr



Jerry Abramson

Mayor of Louisville, KY

MICD 12, 1992

“From my experience with the Mayors’ Institute on City Design, I’ve gained a greater appreciation for the value of design and its importance in improving communities. As mayor, you can’t create a vision for your community without including design as a critical component.”

Mayor Abramson returned to his city with renewed vision and vigor. The mayor, the 15-member Louisville Waterfront Development Corporation that he created, and the firm Hargreaves Associates that he hired to develop a master plan began to deliver on the promise of the Mayors’ Institute discussions.

“We made smart design decisions working with a great designer,” Mayor Abramson said. “We assembled a strong team and involved the community in the planning. The park’s scale and use of space make it an appealing and long-lasting part of our local landscape.”

To reconnect downtown to the waterfront, streets were reconfigured and a highway on-ramp was moved to open up views. Despite those changes, the river was still not visible from most downtown streets. To correct this problem a new park was gradually sloped toward the river, allowing for direct views and acting as a visual focal point. New lighting, public art, and water features were added to enliven the waterfront.

The project continues. At this time, 72 acres of waterfront have been converted from industrial to public space. Fundraising for an additional 13 acres is underway, and there are plans to build a pedestrian bridge across the river.



If crowds are any indication, the effort is a success. More than one million people visit the waterfront each year, and an estimated 5,000 people work in a waterfront district which once had only a hundred or so employees.

A ragged strip of industrial land bordered by railroads, junkyards, and a snarl of highways has become a place where residents and visitors enjoy the best of Louisville. This good news story is one of dozens nationwide where the Mayors’ Institute on City Design has played a role in the physical transformation of an American city.



Kathy Taylor
Mayor of Tulsa, OK
MICD 40, 2007

“The Mayors’ Institute on City Design was invaluable. After having been mayor about 18 months, I was able to take concepts and pragmatic solutions home from both other mayors and resource consultants. The Institute is the right amount of time and structure to have a great impact on all mayors.”



Mark Mallory
Mayor of Cincinnati, OH
MICD 37, 2006

“The Mayors’ Institute was a truly unique and rewarding experience. It was incredibly valuable to have the opportunity to hold a workshop on a specific planning opportunity in Cincinnati and get ideas and feedback from mayors from around the country. The relaxed setting allowed the mayors to really dig into the issues of each project. I was able to take something from each discussion that I could use back in Cincinnati.”



Manuel Diaz
Mayor of Miami, FL
MICD 34, 2004

“All of the great things I heard about the Mayors’ Institute were proved true. I only wish I had made the time earlier to attend. The quality of the resource professionals and the ensuing discussions exceeded my high expectations and gave me some valuable insight into the physical future of my city. To each of my colleagues at the U.S. Conference of Mayors: If you are lucky enough to be invited, don’t pass up the opportunity to attend.”

Transforming
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1620 Eye Street, NW, 3rd Floor
Washington, DC 20006
(202) 463-1393
www.micd.org

National Endowment for the Arts
1100 Pennsylvania Avenue, NW
Washington, DC 20506
www.arts.gov

The American Architectural Foundation
1799 New York Avenue, NW
Washington, DC 20006
www.archfoundation.org

The U.S. Conference of Mayors
1620 Eye Street, NW, 4th Floor
Washington, DC 20006
www.usmayors.org